

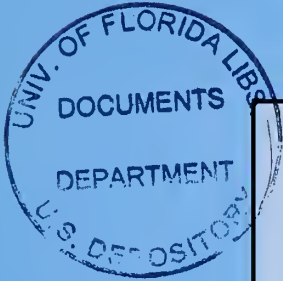
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U.S. ARMY RECRUITING and CAREER COUNSELING

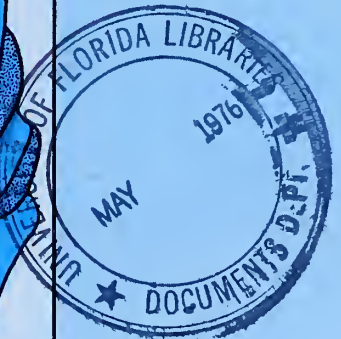
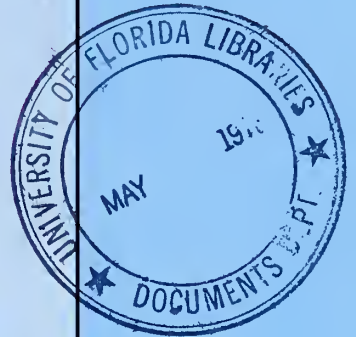
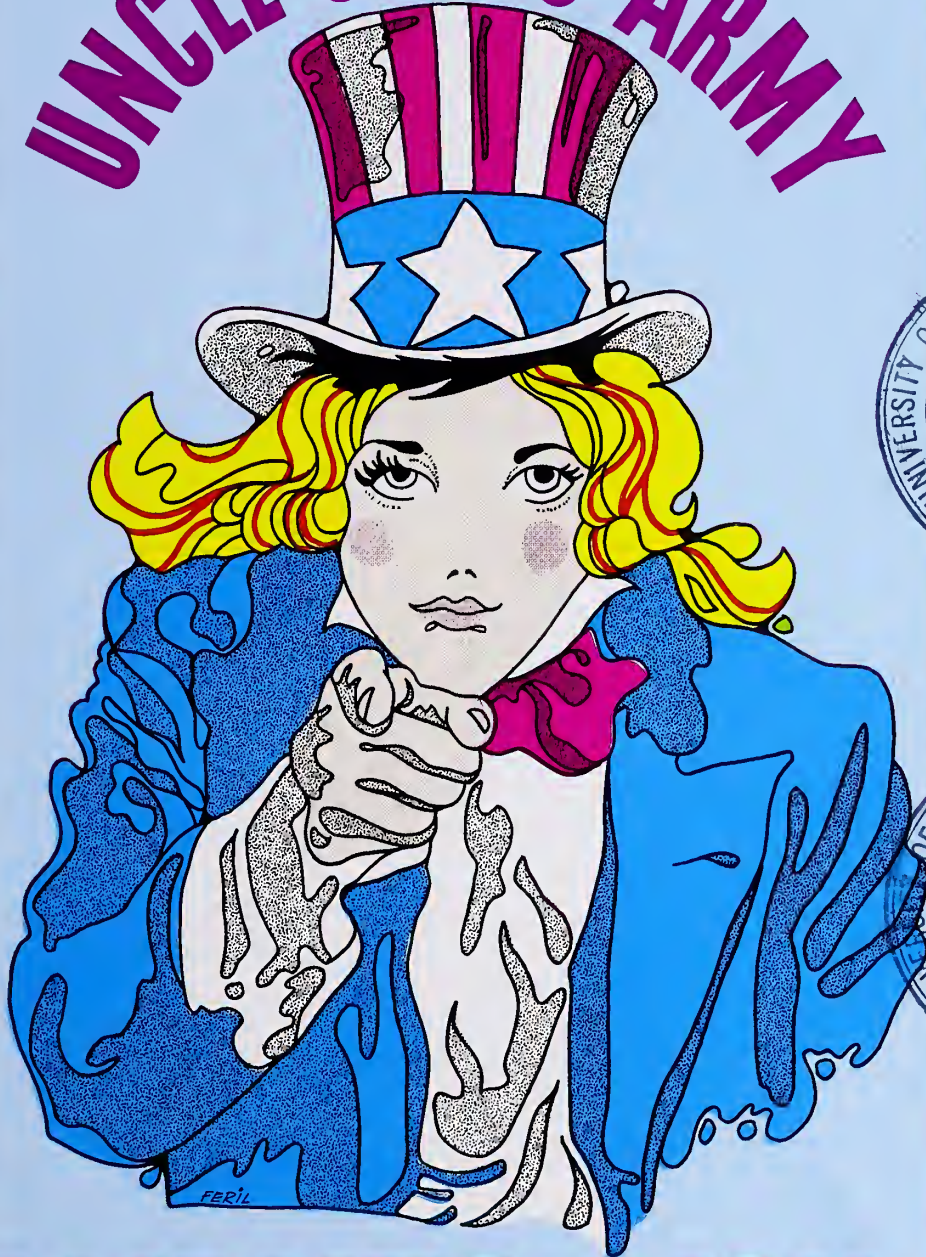
journal

MAY 1976

FLARE



UNCLE SAM'S ARMY



WANTS YOU!

Seven DRC headquarters to close

Seven district recruiting command headquarters are to be closed as part of the Army's latest round of actions caused by Congressionally mandated budget reductions.

A total of 156 people, 76 military and 80 civilian, will be affected directly by the closing of DRCs in Amarillo, Boise, Fargo, Helena, Providence, Sioux Falls and Washington, D.C.

The 80 civilians represent reductions in the number of positions in USAREC; they will not be transferred as the jobs are to be eliminated. Two-thirds of the 76 military positions will be eliminated. These slots will be returned to HQ DA as "combat available" positions.

Between now and the end of Fiscal Year 1977, one-time closing costs to be incurred for each DRC affected are estimated at \$117,000. That one-time cost should be turned into a net savings, through decreased command operating costs, within a two-year period.

The DRCs to be closed were so selected based on their being the least cost-effective to operate. Specifically, those in Amarillo, Boise, Fargo, Helena and Sioux Falls were comparatively low in productivity contrasted to the high support required. The Providence DRC required high support for a small geographical area. The Washington, D.C., DRC can be better supported from nearby Fort Meade, Md., where operations will be combined with the Baltimore DRC.

Additionally, the Providence, R.I., operations will be supervised from Boston and New Haven; the Amarillo operations from Albuquerque and Dallas; the Fargo operations from Minneapolis; the Sioux Falls operations from Omaha; and operations in Boise and Helena will be supervised from Salt Lake City.

In making the Army-wide installation closure and realignment announcement at a Pentagon press conference April 1, Secretary of the Army Martin R. Hoffmann said that the changes were necessary to meet the Army's budget for FY 76 and 77. The Armywide savings, to which USAREC will contribute a small part, should amount to \$42 million, the equivalent in yearly operating costs of two armored divisions. The total military personnel positions involved, about 1400, is the equivalent of two mechanized infantry battalions. Also, a total of 3600 civilian positions are being dropped.

Secretary Hoffmann pointed out specifically that the closure of seven DRC headquarters does not indicate any retrenchment in the recruiting effort. "What this means is that at a number of locations, we are eliminating an office. In some cases, we consolidate the military personnel.

"As you know, we took some voluntary reductions. We had a ten percent overstrength in Recruiting Command as of July of last year. So we took a ten percent cut and the Congress followed that with a further cut in numbers of recruiters and civilians, as well as resources.

Secretary Hoffmann said that the April 1 announcement of seven DRCs to be closed does not indicate a "let down in the recruiting effort."

He added that "it does reflect our continuous work to assure that the recruiting mechanism is cost effective, is kept relevant to the market place and operates within the resource limits imposed by the Congress. . . . We are trying to develop and institutionalize a mechanism that will assure us a flow of qualified young people."





Views and Reviews



MG Forrester and USAF BG William P. Acker discuss plans for the new Military Enlistment Processing Command which BG Acker will head.

It's that time of year again when we come face to face with end-strength.

Why is that so important? When the Army reaches that magic number, its account balances in terms of manpower and the money to pay salaries.

To us in recruiting, end-strength means heavy requirements late in the fiscal year. We have been restrained from over-producing because to do so would drain the purse. So, we must now swing into high gear to bring in the end-strength of the Army at the exact number.

Of course, I expect you will take this requirement in stride. It is really nothing more than what you have been doing since the weekly objective was instituted last year. Challenge is not new to you.

As a team, you have met end-strength requirements for the past two years and, putting to use what we have learned, there is no reason why we cannot do it again.

We have one very powerful factor in our favor: the DEP. By working hard at the DEP you have managed to get a good bit of our final month's requirements in the bag. Keep in touch with these people.

We also have another challenge: the high school diploma graduate. Our high school graduate level is not as good as we would like it to be, and we can turn the curve upward by concentrating on this year's graduating class.

The Secretary of the Army has personally asked for 93,000 HSDG this year. That is 3,000 more than you enlisted last year, but I know you can go that extra mile.

One other point - your efforts continue to be watched closely by our Army leadership and they are pleased with what you are doing.

USAREC is geared up for continuing success. So let's continue the good work and make it THREE years of success for USAREC.

Good Recruiting!

EUGENE P. FORRESTER
Major General, USA
Commanding

Major General Eugene P. Forrester, USA
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FEATURES

- 2 Seven DRC headquarters to close
- 6 Who says women can't make it in 'this man's Army'?
- 9 She jumps at the chance
- 13 Curves are being added to the 'long gray line'
- 22 What do recruiters do in the 'good ol' summertime when school is out?
- 23 Education problem? Ask your education coordinator
- 24 The Principal and the Recruiter
- 26 The Commanders' Conference in Retrospect
- 27 An administrative monster is slain
- 28 The STARLO Quest
- 29 How do we rate?
- 29 Getting our name up in lights
- 31 Crunch? What crunch?
- 35 Air Force Recruiting

DEPARTMENTS

- | | |
|------------------------------|----------------------------------|
| 3 Views and Reviews | 16 Field File |
| 5 Letters | 20 Training Ideas/Recruiter Quiz |
| 10 Behind the Silver Badge | 21 Forrester's Focus |
| 12 Spotlight | 30 Career Counselor |
| 15 Q-2: Quantity and Quality | 32 Update |

PHOTO CREDITS

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ART CREDITS

Front Cover by Feril Angco — illustration courtesy of Eugene (Ore.) Register-Guard; p. 35, Louis Pearson, TASO, Fort Sheridan.

COVERS

Particularly appropriate in May is the front cover, by Feril Angco of Eugene, Ore., a stylized rendering of the "I Want You" RPI in commemoration of the WAC 34th birthday.

On the back cover, "Quality begins in the schools" is depicted in the photo of students in a school library.



Letters

MOS Album

Several years ago the *R&CC JOURNAL* would print some photos and a description of MOSs each month. The recruiters would use these in an album or make a display with the main topic being the MOS that was short. We have (AR) 611-201 and (DA Pamphlet) 351-4, but a photo is worth a thousand words. At the beginning of each month, or in the *Journal*, send out a description and some work photos showing the people at work. One other way we are pushing certain jobs is that we are taking the pages out of 611-201 and posting them in certain civilian businesses. For instance, we are putting MOS 95B in just about every police station in our area. The civil service puts job announcements in many locations (so) why don't we?

SFC Raymond L. Racine
Waterbury, Conn.

A few years ago the *R&CC JOURNAL* did have one and two page features highlighting certain MOSs. We can bring the idea back with one big improvement: the front and back covers are now done in full color as opposed to the black-and-white covers we had a few years ago. We can use a full color photo on the back cover and describe the MOS, the training and the civilian-life applications on the inside back cover. Recruiters could put the back covers into binders or albums, or use them for displays.

Those MOSs featured would be the ones traditionally hard to sell such as 11B, 94B, 95B and others as may be determined.

What do you, the recruiters, think about this idea? If you like it, we can do it. Write to the *R&CC JOURNAL* with a response, or call us at 312-926-2948 with your comments. Your responses will determine the *Journal's* reaction.

O/S Tours

Your recruiters are giving me a headache and causing a morale problem in my units.

In particular, recruiters are selling the European option — which is good for us — but they are telling only half the story. Their pitch goes something like this: "I can guarantee you 16 months stabilized tour in Germany, kid." This is a true statement, but it's only half of the truth and is misleading to the young recruit. The whole truth is that he can be guaranteed a 16 month tour but will prob-

ably spend the rest of his enlistment there.

Therein lies the source of my headaches and morale problems. It's difficult to explain to the young soldier, without putting the USAREC recruiter in the same boat with the shifty used car salesman, that he returns to CONUS not in 16 months but in 30-32 months.

This is not an isolated problem involving only one disgruntled soldier. Of the last 10 AIT graduates I've received, seven have had the same complaint — and they come from different areas. . . .

I thought this problem was solved a year ago, but it's back now as strong as ever. I'm asking your help in getting the word out to the recruiters. Please, tell the kid the truth — the whole truth — about his USAREUR option.

CSM Francis L. Aubrey
503d S&T Bn, 3d Armd Div
West Germany

CSM Aubrey is right. The regulation says 16 months overseas (12 months for Korea) is the *minimum* time a person is guaranteed overseas. Nothing is, or has been, said about a maximum length of tour in any contract.

More on Awards

In the November issue of the *Journal*, Captain Robert Amiot of the Santa Ana DRC asked about wearing the infantry cord by recruiters and the recruiter badge by area commanders. The reply cited AR 672-5-1.

According to a revision of paragraph 5-44 of that reg, the following additional policies will apply to wearing the recruiting badges:

- Wearing the basic recruiting badge, with or without gold achievement stars, is authorized only while with USAREC. The authority to wear the badge will be withdrawn when a person is reassigned, but the badge may be retained as a memento of successful completion of assigned duties.

- Wearing the gold badge may be authorized as a permanent part of the uniform for people who have served honorably with USAREC. The USAREC commander is the authorizing official for permanent wear, and the authorization will be announced in the form of special orders.

- Sapphire achievement stars may be awarded to persons meeting established

criteria. These stars will be affixed to the gold recruiting badge.

Testing

A few days ago I arrived at our local MET site and the people I had with me were refused testing even though it was still early. Why? The tester (a Marine sergeant) told me that according to AR 611-5 he could only test 25 people. I have a copy of the regulation and it doesn't say that, nor does AR 601-270. What it does say is " . . . Normally one proctor will be provided for every 25 examinees or fraction thereof." Normally means to me if possible, or under ideal conditions, but not mandatory. We very seldom exceed 30.

Can anyone please clarify this for me and my fellow recruiters? I have lost people because of this.

SSG James J. Sullivan
Sunnyvale, Calif.

The regulation does say that normally there will be one proctor for every 25 examinees, and we're not going to go out on a limb to say that "normally 25" means there can be 26 or 29 or 35 or any other number. The point that the production management directorate stresses is that it is the AFEES test scheduler's responsibility to have sufficient test personnel available at the MET site to test the people you bring in. You didn't say how many people you brought to the site who were refused testing, but we are sure that if the AFEES knew in advance (at least the day before) how many you were bringing in, this problem would never have arisen.

Uniforms

Ref the photo of CPL Nancy Dinger in the January issue, is the uniform authorized for wear or is it only a test uniform still unauthorized for purchase?

SP4 Denise A. Rossignol
Rctg Admin, Nevada ARNG

Corporal Dinger is wearing a test uniform; SFC Underwood (on page 7 of this issue) is wearing the summer uniform which has been approved for optional purchase. The approved uniform may be ordered through the PX. Another summer uniform has been approved to eventually replace the green cord. It will be available for purchase or issue in about 18 months.

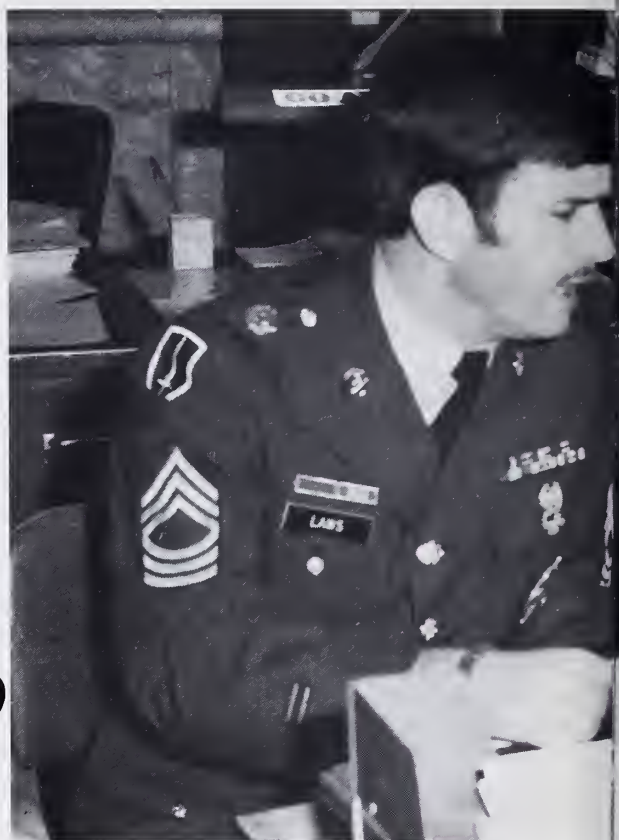


WACs on production

Who says women can't make it in 'this man's Army'?

For many years WAC OOE's stood in the shadows as far as recruiting was concerned. Mostly they served as WAC counselors, helping male recruiters make objective. Finally, the Army has allowed its female OOE's to step out of the shadows cast by their male counterparts by putting the girls on recruiting production. This article is about four WACs, covering the whole spectrum from a gold badger who has been with the command for ten years, to a recruiter who has been on production for a mere five weeks. All of these women share one belief: women *can* make it in "this man's Army."

By PFC KEN HOLDER
Staff Writer, R&CCJ



MSG Jerry Laws and SFC Lori Underwood are part of the Midwest Region professional development team.

SFC Lori

If you think of a sergeant first class as male, fat and ugly, a quick look at Sergeant First Class Lori J. Underwood would prove you wrong on all three counts.

She's definitely female, very svelte and extremely attractive.

She has been in the Recruiting Command for ten years, serving first, as many WACs do, as a WAC counselor. She later became a field recruiter and finally a gold badge winner. She now works in Professional Development at MWRRC.

"I don't really feel out of production," said SFC Underwood. "It's like an objective support role. I feel if the recruiters don't make their objectives it's partially my fault."

"Before women were on production we were basically public relations people. We helped the recruiters establish centers of influence, pre-qualify WACs, and conduct public interviews."



Lori said even though she has been off production for a while, she thinks it might be easier in the field now than it used to be to get quality people. The Army is stressing education and most people consider education something positive.

"When women were first put on production they were reluctant about having to meet objectives; but that wasn't what they disliked most: they enjoyed their jobs as WAC counselors and they didn't want to quit doing that. I think once most women see what production is like, they wouldn't want to go back to their previous job."

She feels to make it on production, one has to believe in the Army. Whether a woman makes it on production or not depends strictly on the individual.

"As far as selling combat arms goes, a woman has to research the subject more than a man. If she does her research there is no reason she can't sell combat arms.

"I don't think it matters what sex a recruiter is as long as the applicant can identify with the recruiter. To me that means keeping well-groomed and well-versed.

"Women in recruiting can have only a positive affect. We can show the people there are honest-to-goodness females in the Army."

SGT Deborah

A southern drawl that slides out like warm molasses is the impression one gets of Sergeant Deborah

Parsons' voice.

She was a WAC counselor for a year and a half before becoming a production recruiter. All the worry and the headaches she went through because of the thought of going on production were for naught.

"I was really afraid of that objective staring me in the face every day. Now I've found out that I not only make my objective, but usually surpass it. I like the satisfaction of knowing I can do what's asked of me.



"When I go over the ASVAB test lists and make my telephone calls I get some strange reactions from guys. They've never heard of a female sergeant. Usually they'll

And a WAC officer....

First Lieutenant Shelly Hollister is a perfect example of today's WAC: she's young, vibrant and has a good knowledge of the world today.

She is also finishing her first year as WAC recruiting officer in the Cincinnati DRC. Her job as WAC recruiting officer is to process applications of female college graduates applying for direct commissions. Most of her "recruiting" is done by local recruiters; anytime a female college graduate expresses an interest in the Army she is referred to 1LT Hollister. "I also recruit area colleges," says Shelly.

First Lieutenant Hollister's decision to enter the Army stemmed largely from her life as a military dependent. The daughter of a career officer, she grew up traveling and getting to know Army life. When she checked other services, she decided the Army's now defunct College Junior Program had more to offer than all the other services combined. Two of the other seven Hollister children are also in the Army: a brother, (Sec-

ond Lieutenant) and a sister, (Specialist 5).

"I think having lived as a dependent helps me describe all aspects of Army life."

Lieutenant Hollister is adept at selling the Army. While a junior in college she talked five friends into joining. She told them about the many opportunities the Army offers a woman.

Another aspect of 1LT Hollister's job is maintaining liaison with area ROTC units. She gives guest lectures to ROTC classes on the history and accomplishments of the WAC, and occasionally participates with the cadets at various functions. As the only WAC officer in the local command, 1LT Hollister represents the WAC. "I'm very pleased with the current Army advertising that shows women in the Army as the girl-next-door type.

"There is only one thing I would change about recruiting: I would like to see more women on the recruiting force."

come down to the station just to see what I look like."

For someone who was as apprehensive about going on production as Debbie was, you might think it strange that she says, "I wouldn't go back to being a WAC counselor again unless I had to. I like the feeling of being able to say, 'I put these people in the Army.'"

SGT Judy

Her soft blue eyes looked intently at the young student in the chair by the desk, and, no matter what she was selling, anyone would have bought some. She is Sergeant Judy Lenhardt and she works in the Chicago DRC at the Skokie recruiting station.

Judy came in the Army in October 1973.

"After awhile, my XO called me into her office and the subject got around to what I wanted out of the Army. I told her I wanted to be a recruiter.

"In January 1975 I finally had all the prerequisites to be a recruiter."

Even so, Judy was still worried she wouldn't get to be a recruiter, so she called the DRC nearby.

They got her before a board, and she maxed it.

"They offered me a job as a WAC guidance counselor. I knew I wouldn't be happy unless I actually

got out and did some recruiting. I needed to be able to tell people what a good deal the Army is.

"Eight months and one week later here I am."

Sergeant Lenhardt says the primary lesson she has learned in the five weeks she's been recruiting is not to stereotype people. Of the three people she's put in so far, the two men chose medical and dental fields, and the girl chose truck driving.



After many, many questions, and study Judy feels she has learned enough about combat arms to answer most questions a male applicant might have.

"A lot of people feel that WACs can't take being put on production," she says. "They say that women

won't interview an applicant at night or they won't pick up an applicant by themselves. If I don't make it as a recruiter they won't be able to say I was a 'little girl' about the whole thing. If I didn't think I was mature enough to handle those situations, I wouldn't have asked for recruiting."

The people she has found hardest to convince are not the applicants but their parents. She said some parents have the impression their daughters will "morally decline" if they join the Army. Judy handles this problem by face-to-face interviews.

A frequently asked question is: "What kind of people join the Army?" To which Sergeant Lenhardt always replies: "Just average people who need a hand to continue school, people who want to travel, or people who want to be trained and get paid for it at the same time."

Judy's philosophy on recruiting seems to sum up the production WAC's feelings in general. "Even though I've been a recruiter only five weeks it's the most rewarding job I have ever had. The average 17 or 18-year old really doesn't know what he wants out of life. If I can show him the Army will train him for a job he thinks he might like and then give him a chance to do that job, then I'll be doing my job.

"I intend to show people that WACs can make it on production."

Recruiting WACs

By now all recruiters should know that their objectives have been combined (PS, NPS, and WAC). They should also know that WACs have been put on production. There are some other things worth knowing, too:

- The Army is meeting its requirements for women. In fact, at the present time we are exceeding the monthly objective it would take to reach this year's goal of 17,300.
- The combined objective has made it easier for field recruiters because now they just recruit people. The objective is controlled by USAREC and DA.
- It should be stressed that if possible a recruiter

should move away from what are "traditional" female jobs. Women have traditionally chosen jobs in the medical and clerical fields and continue to do so, creating an oversupply. Because of this overage some women are unable to re-enlist for the MOS in which they were trained.

- The only problem that seems to have developed so far is that of some women being a little uneasy about visiting male applicants by themselves. This takes another male recruiter from his job if he has to go along.
- Women can be assigned to recruiting duty when they become E-5s.



She *jumps* at the chance



By **CHUCK CANTERBURY**

Information Office, Ft. Richardson, Alaska

The Army career of Private First Class Janis L. Gebbart, from Corona, Calif., reads like an Army ad. This young woman has given credence to the claim that challenge, opportunity and excitement are available in today's Army.

At 19, Janis' mild exterior disguises the fact that she is a paratrooper and parachute rigger *and* the first woman in the Army to parachute in Alaska. She was there on TDY in support of an airborne unit's six week cold weather exercise.

In her spare time Janis rides in horse shows and rodeos. For her efforts she has won many ribbons and trophies. When she was home on leave during Christmas she won a silver cup in a local rodeo.

Less than a week after her 18th birthday Janis joined the Army. "All of my friends were getting married," said Janis, "and I just wasn't ready for that. I wanted some excitement and some training so I joined the Army."

Janis says so far it has been exciting. She has been through basic training, parachute packing school and airborne school.

She describes the 12 guys she works with as "big brother types." "They like to tease me, but if anybody else does they're right there to protect me."

From rodeo rider to the first WAC to parachute in Alaska, Janis fits the slogan, "You've come a long way baby."



"Couple"

The ~~Woman~~

Behind

the

Silver

Badge

The first man-wife recruiting team in the Dallas DRC has made the situation confusing for applicants at times.

For instance, one applicant was stunned when he called for Sergeant Stringfellow. "Mark was out," related wife Nancy, also a sergeant, "so I asked if I could help. He asked me if my voice had changed overnight."

Sergeants Mark and Nancy Stringfellow are assigned to the Pleasant Grove recruiting station. The two share not only recruiting duties, but housework as well.

They met while attending high school in Abilene, Tex. Their fathers were Air Force lieutenant colonels assigned to Dyess AFB. Mark joined the Army in November 1971 after the couple was married in 1970.

"I chose the Army over the Air Force," he explains, "because the Army offered me a choice of jobs and locations, while the Air Force only offered me four years in the Air Force."

He chose the 82d Airborne Division at Fort Bragg. A skydiving fan, he had been a private instructor while

attending Cisco Jr. College.

Nancy joined the Army in 1974 when their daughter, Kimberly, was 18 months old. "We were still paying for my business college training, and I was still unable to find a good job," she explained.

"I put Nancy in the Army," added Mark with more than a little pride.

While assigned to Fort Hood, she worked as a clerk-typist in the office of MG George S. Patton, Jr. Meanwhile, Mark was in the Dallas area for the 2d Armored Division as a unit of choice canvasser.

Later, because of excellent representation of the 2d Armored Division, he was chosen to represent the newly formed 6th Air Cavalry Brigade (Combat) as a recruiter.

Both the Stringfellows applied for regular Army recruiting assignments. Mark's parents cared for their daughter while the two were completing the Army Recruiting and Career Counseling School at Fort Benjamin Harrison.

The Stringfellows were assigned to Pleasant Grove



Sergeants Mark and Nancy Stringfellow about to cause more confusion.

after graduation from the school. While working out of the same office, Mark's duties cover all of Kaufman County while Nancy works within the Pleasant Grove area. No fighting over recruits in this family.

How does their career affect their marriage? They agree that there is a greater bond between them than in most marriages of working couples.

"We have a special rapport that comes from sharing the same career," said Nancy. "Many wives don't understand their husbands' jobs — the emotional commitments men have for their work. We share each other's problems and have the same challenges. We get a special satisfaction from sharing each other's successes."

"Nancy is more understanding and tolerant than most wives would be," said the WAC recruiter's husband. "For example, when I have to get up at 3 a.m. to pick up a potential enlistee to have him downtown by 6:45, she knows why it has to be that way. Sometimes I work irregular hours, but we always work as a team."

Sharing careers doesn't end in the office for the Stringfellows. Nancy cooks and makes the beds while Mark does the dishes and vacuums. They take turns driving Kimberly to the baby-sitter.

"We always work things out together," continued Nancy. "If I have a male applicant, Mark will talk to him to point out aspects of Army careers that are par-

ticularly interesting to men. I just helped Mark recruit a husband-wife team; we could tell them from personal experience all the advantages and benefits of both being in the Army."

They are justifiably proud of their careers and of each other. "It's rewarding to help people start off on a new career and know you've been part of a good decision for them," Nancy said.

"We both have received training in different areas, for completely different jobs, while working in the Army," she added.

Have there been any problems for the young couple because of their work? "We don't have a feeling of competition between us," Mark answered. "We try to cover each other, not compete, and that keeps us both as motivated as possible."

"When people find out we're married and not brother and sister, they really become interested in finding out what it's like and how we did it. Many people aren't aware of the possibilities for husband-wife teams in the Army. It's worked out great for us," closed Mark.

"Everything we've done so far has led to the work we're doing now," added Nancy. "We feel very fortunate to be able to tell other young people how it can work out for them."



Sergeant Dorothy Lowe (left) and Sergeant Dianne Elam, two of the top field recruiters in the Philadelphia DRC, work out of the same recruiting station in West Philadelphia.

The Dynamic Duo!

By **JANET LUFFY**
Philadelphia DRC

Introducing Philadelphia DRC's very own dynamic duo!

Sergeants Dianne Elam and Dorothy Lowe are Philadelphia DRC's first WAC field recruiters. So far, they're setting quite a pace. Dianne had achieved 166.7 percent of her mission for FY 76 at the time of this writing. Dorothy had reached 123.1 percent.

How do they explain their success?

Dianne says, "I'm lucky."

A more confident Dorothy says, "I'm very persuasive. I could sell meat to a vegetarian."

Of course, Dianne has more than just luck going for her. With a college background in sociology and psychology, she has a good insight into people.

"Each person has a different goal," Dianne said. "That's how I try to reach them. I talk their language. And above all, I don't hassle them because that makes them think the Army is desperate for recruits."

Dorothy is undoubtedly persuasive. She can talk a blue streak or be at an applicant's door at 6 a.m. to get him up for testing.

"Once someone has filled in that REACT card, I consider him ready to ship out," Dorothy said.

If they had nothing else going for them, these two very feminine sergeants would still have their pleasing appearance to impress applicants. Whereas male recruiters might occasionally buy an applicant a cola or cigarettes while discussing enlistment, Dianne and Dorothy get offers for dinner dates from them.

"Of course, we don't go out with any of them, but it's very flattering," Dianne said. "Some of them write us nice letters from basic."

Sergeants Elam and Lowe don't use feminine wiles to recruit. However, they do use recruiting tools such as high school lists and REACT cards to bring in the enlistments. Frequently, they don't leave the office until 8 or 9 at night.

"I like being a woman doing a man's job and doing it well," Dorothy admitted. "And I looove being a field recruiter."

"As applicants, girls seem to change their minds more than men," Dianne said. "I remember it took me a year to decide to enlist after talking to my recruiter. I was afraid I wouldn't like it, but I think everyone shares this fear of the unknown. That's why I try to give all my applicants as much information about the Army as possible, the good and the bad."

"I like the responsibility and the independence of being a field recruiter," Dorothy said. "As a WAC counselor, I felt like I was working for everyone else's mission. Now I have my own and I like it."

The two recruiters stand up well to their male counterparts. Dianne was selected top recruiter in the entire DRC for May 1975; and Dorothy was named top recruiter in her zone for September. Both have earned three gold stars.

The future looks bright for Dianne Elam and Dorothy Lowe mainly because they set their goals high and work at achieving them.

Sergeant Lowe said she is studying business sales management to help her in recruiting as well as to prepare herself for the future. With her eye on OCS, Sergeant Elam said she feels that the best way to prove her worth is to do the best job she can in recruiting.

Curves are being added to 'the long gray line'

By **NICHOLAS W. HUBBELL**
Newburgh DRC

The "Long Gray Line" will have a new look next year, and with that new look over a century and a half tradition of male exclusivity ends. For the first time in its 174-year history, women will be admitted to the Corps of Cadets of the US Military Academy at West Point.

Current plans call for the admission of about 100 women to the Corps of Cadets this year. This figure is related to the number of Regular Army second lieutenants to be needed by the Army in 1980.

The West Point staff does not plan to change the requirements for qualifying for the academy. Male and female applicants will be selected equally on the "whole person basis." The academic requirements will be standard for men and women and all applicants must qualify medically and physically.

West Point is serious about judging all applicants on an equal basis. In an interview in the West Point publication, "Pointer View," Lieutenant General Sidney Berry, West Point superintendent said, "Our basic approach stems directly from the wording of the law: 'The academic and other relevant standards required for appointment, admission, training, graduation and commissioning of female individuals shall be the same as those required for males, except for minimum essential adjustments . . . required because of physiological differences between male and female.'"

As for housing, women will be integrated as much as possible throughout the Corps and will be billeted in groups of about eight in

each of the 12 battalions. Women cadets will have women roommates.

The cadet gymnasium is already undergoing an expansion and remodeling program, and the plans for that remodeling have been revised to incorporate a women's locker room.

Women at West Point aren't totally new, so changes and augmentation to the academy's staff and faculty structure will be minor. The Director of Admissions and Registrar already has one woman admission officer, a captain, assigned to handle men's as well as women's admission matters. There are also three women currently teaching at West Point: one officer in the Department of Foreign Languages; one teaching geography; and one part-time civilian lecturer in the fine arts. There is also one woman officer assigned to the operations section of Headquarters, U.S. Corps of Cadets. The headquarters of the Corps of Cadets will be assigned two more women officers, and the office of the Deputy chief of staff for operations of the academy will be assigned a female officer. The office of physical education will acquire two officers and three civilian women as physical education instructors.

The academy is concerned with developing women's uniforms that are compatible with the current traditional and distinctive "cadet gray," and which will maintain the femininity of women. A uniform committee consisting of both men and women, both soldiers and civilians, has examined a variety of designs. Civilian designers are developing prototypes of women's uniforms. Most, if not all, of the uniforms will include a trousers and skirt combination, with trousers worn in formation and skirts permissible for cer-





tain non-formation wear.

Women cadets' hair styles are also being carefully considered. Because of the physical activity and busy schedule of a "plebe," hair will be worn off the collar for neatness and ease of care.

As the roles of women in society and in the Army have been redefined, West Point will now respond — as it has in the past — by applying its resources, experience, and traditions to the preparation of young women for their future role in the Army and in the nation. The United States Military Academy is confident it will responsibly and successfully meet that challenge.

Getting There

Timing should be the initial consideration of young people interested in attending West Point. Establishing an admission file can be accomplished by writing to: Superintendent, United States Military Academy, Attn: Admissions, West Point, N.Y. 10996, for a pre-application packet. Ideally, this should be done in the spring of the high school junior year. After you have completed and returned a Prospective Candidate Questionnaire, the admissions office will provide advice and assistance in completing

the remainder of the admissions requirements.

Actual admission to West Point comes through a unique system. Simply put, a prospective candidate must obtain a nomination through a member of Congress or from various service-connected sources to be considered for admission to West Point.

Those authorized by law to nominate individuals for USMA cadetships, commonly known as Congressional nominations, are: the Vice President; U.S. Senators; U.S. Representatives; the Governor or Commissioner of a U.S. territory; and the delegate to the House of Representatives from Washington, D.C. Applicants competing for these nominations, which currently total 2,695, should begin the nomination procedures as early as possible.

It is not widely known that about 25 percent of the Corps of Cadets receive their nominations from sources other than Congress, principally through affiliation with the Armed Forces. Such nominations take a variety of forms:

- Presidential: for sons and daughters of career military personnel;
- Sons or daughters of deceased and disabled veterans, and sons and daughters of MIA;

- Sons and daughters of persons awarded the Medal of Honor;
- Enlisted members of the Regular Army;
- Enlisted members of the Army Reserve and National Guard;
- Members of college and high school Army ROTC programs;
- Honor graduates of military high schools declared Honor Units with Distinction.

More than 300 service-connected appointments are awarded annually to the best qualified candidates, in each category, on a competitive basis.

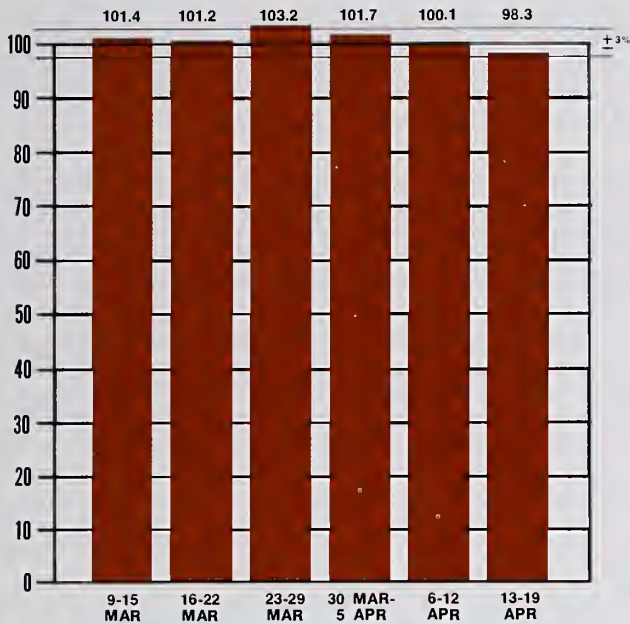
West Point Admissions also selects nominees from a qualified alternate system. Qualified candidates, not selected for a specific Congressional vacancy, are placed on a national waiting list. Several hundred such candidates may be admitted annually to bring the Corps of Cadets to its authorized strength.

The West Point Admissions Office, open daily except Sunday, encourages campus visits. Appointments should be made for prospective candidates wanting specifically to talk with an admissions representative. West Point tours are also available upon appointment to young men and women who are at least high school juniors.

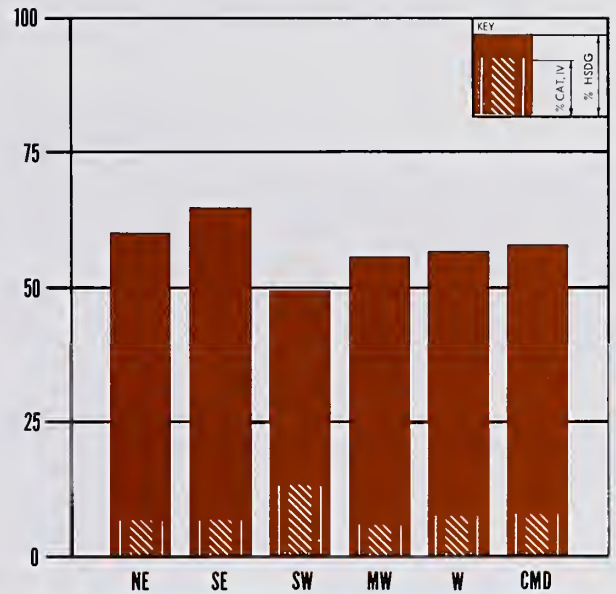




Q-2



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ± 3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 19 April

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 31 week period 2 Sep through 19 Apr)

31 of 31 Atlanta	28 of 31 Denver	22 of 31 San Antonio
Cincinnati	Little Rock	21 of 31 New Orleans
Cleveland	New York	20 of 31 Los Angeles
Columbia	Philadelphia	Santa Ana
Concord	27 of 31 Charlotte	18 of 31 Albuquerque
Dallas	Detroit	Newark
Indianapolis	Newburgh	San Francisco
Jackson	Portland	16 of 31 Kansas City
Jacksonville	26 of 31 Seattle	Milwaukee
Miami	25 of 31 Columbus	15 of 31 Boise
Montgomery	Houston	Harrisburg
Nashville	24 of 31 Beckley	14 of 31 Chicago
Raleigh	Niagara Falls	Salt Lake City
Richmond	Providence	13 of 31 Minneapolis
San Juan	23 of 31 Louisville	Oklahoma City
Syracuse	New Haven	Omaha
30 of 31 Lansing	Pittsburgh	12 of 31 Boston
Phoenix	22 of 31 Albany	St. Louis
Washington, DC	Amarillo	11 of 31 Peoria
29 of 31 Honolulu	Helena	9 of 31 Des Moines
28 of 31 Baltimore	Sacramento	8 of 31 Fargo
		5 of 31 Sioux Falls

March

GIPS credits/recruit

GIPS credits/recruiter

1. SERRC	5.437
2. NERRC	5.342
3. WRRRC	5.278
4. SWRRC	5.170
5. MWRRC	5.139
Command	5.285

1. SERRC	28.703
2. NERRC	18.829
3. SWRRC	18.587
4. WRRRC	16.381
5. MWRRC	14.040
Command	18.639

Top 20 DRCs

Top 20 DRCs

1. San Juan	5.859
2. Honolulu	5.726
3. Albany	5.622
4. Concord	5.620
5. Helena	5.616
6. Jacksonville	5.593
7. Harrisburg	5.571
8. Atlanta	5.557
9. Raleigh	5.546
10. Columbia	5.545
11. Fargo	5.509
12. Boston	5.506
13. Phoenix	5.489
14. Seattle	5.487
15. Albuquerque	5.486
16. Niagara Falls	5.468
17. Montgomery	5.460
18. Syracuse	5.444
19. Charlotte	5.434
20. Sioux Falls	5.429

1. Raleigh	59.259
2. Montgomery	48.429
3. San Juan	33.660
4. Jackson	30.972
5. Jacksonville	30.318
6. Little Rock	28.250
7. Miami	26.667
8. Honolulu	25.769
9. Richmond	25.744
10. Atlanta	25.596
11. Charlotte	24.526
12. Concord	24.286
13. Phoenix	23.569
14. New York	21.981
15. Albuquerque	21.818
16. Newburgh	21.797
17. Pittsburgh	20.843
18. New Haven	20.719
19. Lansing	20.463
20. Nashville	20.086

Rankings based on preliminary information received from regions. Does not include bonus credits.



"ARMY MEETS KISS" might have been a way to describe what happened when the rock group KISS arrived for a show in Terre Haute, Ind.



SSG Gore presented a certificate of appreciation to the hard rock group KISS for their support of the Army. The group spoke on WVTS radio during a recent concert tour, in support of the Army.

KISS was met at the airport by the "Green Machine," complete with three jeeps and a recruiting van, then was escorted across town to WVTS radio. **Staff Sergeant Jessie Gore** thanked the group for their support of the Army, after Gene Simmons, the group's bass guitarist, told the listening audience, "Our Army is your Army and we're all one Army. After all, when we take off the make-up and the soldiers take off their uniforms, we're all just people." (Maryhelen Correll, Indianapolis DRC)

SEVEN RECRUITERS from the Des Moines DRC formed a team to play basketball against counselors and faculty of local high schools.

"Most of our strength comes from the DEPs we allow to play," states **Sergeant First Class Doyle "Dutch" Eyman**, Ames station commander. "The addition of DEPs serves two purposes: the Army gets exposure with a known local athlete, and it gives the enlistee a sense of belonging." **Sergeant Tom Plate** summed up the team's attitude, "We can lose every game we play as long as we gain the attention of the school and the confidence of the counselors."

With all game receipts going back to the school to finance activities such as class trips, there is always substantial interest generated in Army vs. Faculty basketball games. Besides being polished basketball

players, team members are also accomplished recruiters as shown by the number of enlistments directly attributable to the "team." (Des Moines DRC)

ARMY CHOW, waking up to reveille, or sleeping on an Army bunk can't be described in a sales talk or RPI. That's why two Santa Ana DRC recruiters decided a good way to give people an idea of what today's action Army is like is to show them.

Knowing that once prospects see the Army, they'll probably like it, recruiters **Sergeant First Class John Lofton** and **Staff Sergeant Thermon Smith** arranged a trip to Yuma Proving Grounds for 14 prospects.

The group was accompanied on their two-day preview of Army life by **Captain Mike Armstrong**, area commander. On the first day, the prospects toured several units, used the service club, ate in the mess hall, saw several forms of Army aircraft and asked questions of the post commander.

The second day they were blown out of bed by the 5:30 reveille and had an Army breakfast, then watched helicopter demonstrations.

The moral of the story is, never doubt a recruiter's intuition: five of the prospects enlisted and eight are testing. (Santa Ana DRC)



NEAL O'CONNOR, former chairman of the board of N.W. Ayer ABH International, was welcomed to Syracuse by **Lieutenant Colonel James L. Covert**, DRC commander. O'Connor was the speaker at a special presentation ceremony in the city of Syracuse. The event was co-sponsored by the city's Chamber of Commerce and the Syracuse Press Club. (Syracuse DRC)

LENDING A HAND in emergency situations has always been a part of the Army tradition and **Staff Sergeant James W. Brick**, a newly arrived recruiter to the Minneapolis DRC, has helped the victims of several disasters.

In 1972 he went to Managua, Nicaragua, to help control epidemics after an earthquake destroyed the downtown section of that city. He was sent to aid the country of Honduras after Hurricane Fifi swept across the country in 1974. When Vietnamese refugees began arriving last year, they had to be inoculated against disease, and SSG Brick was again called upon to perform.

No matter who Brick talks to about joining the Army, he is more than qualified to tell them about adventure in today's Army. (SFC Jim Klett, Minneapolis DRC)

ASVAB PAID OFF for Jacksonville DRC recruiters after they convinced school officials to have it administered to the entire student body.

Last year in Lee high school 165 seniors were tested, but this year **Sergeant First Class Jim Carlton** convinced the administration to have it taken by the entire student body.

He found out, in talking with the school administrators, that they were doing away with an old test used to determine vocational aptitude. He promised them, as a replacement, the use of Army materials and organizational assistance.

The day of the test went very smoothly due to extensive planning. Students went to their home rooms where test booklets had been given to each teacher. One of the high school counselors gave the test over the intercom and the Army provided proctors for the test.

When the results of the test came back, the students rushed into the offices of the counselors to find out what the scores meant. Army recruiters, guidance counselors and the school's counselors helped the students understand the scores.

Because of the well organized effort there are nearly ten times as many prospects this year, as there were the preceding year. (Charlotte Jones, Jacksonville DRC)

"THE BEAUTY AND THE SERGEANTS" might sound like a fairy tale but actually it refers to the extra duty that **Staff Sergeants Phil Jones** and **Carl Hofmeister** pulled recently.

Jones and Hofmeister, each impeccably attired in dress blues, admitted it wasn't the roar of crowds and the smell of grease paint that brought them the assignment. But to the girls they escorted at the Kentucky Junior Miss Pageant it was, and the recruiters admitted that some of the excitement rubbed off on them.

The two recruiters consider their stint as escorts to be one of the nicer fringe benefits of recruiting duty. (Louisville DRC)

"MY AMERICAN DREAM will weigh 2,600 pounds, have flared wheel wells, and fat tires," said **Staff Sergeant Jim Cook**, recruiter from the Mission Viejo recruiting station, in the Santa Ana DRC. He always wanted his personal vehicle to say something about himself, his country and what he does for a living. That was a few months ago.



SSG Jim Cook's mini pickup truck attracts a lot of attention wherever he goes. The truck has a red, white and blue color scheme. Once prospects get close enough to see the truck, Cook attracts them to the Army.

Cook just happened to find his dream in the form of a mini pickup with a special paint job, including an eagle on the front holding a banner saying "Go Army."

The dream attracted a lot of race fans at a recent funny car meet. Spectators who were not watching Don "The Snake" Prudhomme burn up the Orange County International Raceway in the Army car, were looking at Jim's truck parked near the refreshment stand.

The truck attracted two positive prospects at the track. Many more were attracted first to the truck and then to the Army. (Ron Van Dyck, Santa Ana DRC)



RAVE NOTICES are still coming in as the result of a special Army Day set up for a group of Rochester, N.Y., area Explorer Scouts and their adult leaders.

Arrangements were made for the Genesee council, Explorer Post 367, to be the guest of the 365th Evacuation Hospital (USAR) at the Niagara Falls Reserve Center, and the 221st Engineer Group (ARNG) at the Connecticut Street Armory in Buffalo.

The day-long activities started out with **Staff Sergeant Lloyd E. Young**, the Niagara Falls DRC information specialist, explaining to the explorers that the Army is more than a combat force, that it has made great contributions to medicine and aviation.

For lunch the explorers had "combat meals" or "C" rations, and in the afternoon the scouts were treated to a tour of the National Guard Armory.

A group of tired but satisfied youngsters left for home after playing "soldier for a day." (Niagara Falls DRC)

A CHIP OFF THE OLD ROCK helped **Staff Sergeant Al Lewis** of the Lansing DRC get some free publicity.

The chip is Lewis' pet rock, affectionately known as "SGT Rock," a six-billion-year-old piece of Hawaiian lava bed.

Students from Lake Superior State College heard of Lewis' pet and asked him to enter "Sarge" in their National Rock Show.



Shown here out for a morning "st-roll" along the shores of Lake Superior are Sergeant Rock and his offspring, Pebble.

"Sergeant Rock, like others of his breed, is well suited to guard and attack duties," said Lewis. "When attacking his rough coat inflicts great damage."

Participation in the rock show is just one of many community projects Lewis is involved in. During the Christmas holidays he appeared as Santa Claus for children who might not otherwise have seen Saint Nick. He also spearheaded a drive for donations to purchase needed equipment for the local hospital's center for high risk babies.

Whether it be a critical situation or just community relations for the fun of it, SSG Lewis is there, solid as a "piece of the rock." (Michael Galbreath, Lansing DRC)

AS HEAD COACH of a minor league professional football team, **Sergeant First Class Jim Williams** has established a special relationship with civic and educational leaders in a three-county area in Iowa.

Since four high school coaches play on the team and a high school guidance counselor is a league official, Williams developed important centers of influence in the schools throughout his recruiting area.

When Williams led the Newton Nite Hawks of the Chicagoland Football League to the 75-76 championship, the words "Coach Williams — Army Recruiter" became a household phrase in the Newton Area.

Coach Williams serves without pay, and his wife, Nancy, donates her skills as administrative officer for the ball club. Because of his ability to develop a successful football team, he has generated excitement and spirit in the community. Games have attracted crowds large enough to make the Nite Hawks one of the few financially sound minor league football teams in the country.

"We can directly attribute some enlistments to the football program," states Sergeant Williams; "however, the most important aspect of the program is identifying accomplishment and success, in the form of a popular sport, with the Army's recruiting effort." (Des Moines DRC)

THROUGH THE EFFORTS of the New Orleans DRC three Army bands participated in the Mardi Gras.

The bands were from Fort Polk, Fort Campbell and Fort Stewart, with 148 military bandsmen participating in 12 parade appearances during the celebration.

The Fort Campbell band brought along a four man Fife and Drum team to spice up the festival. (New Orleans DRC)

KEEPING THE RECORD STRAIGHT is what **Army Corporal Brenda Towery** will be doing with her new husband, **Petty Officer 2nd Class Randy Record**.



Corporal Brenda Towery and Petty Officer 2nd Class Randy Record, Army recruiter and Navy recruiter, leave the church under the crossed sabers held by members of other services.

The two are recruiters in Salem, Ore., and are still trying to decide who joined whom. Their wedding was held in the Kingwood Bible Church and was conducted by a Navy chaplain. After the ceremony, the Records walked out under crossed sabers held by recruiters of other services.

Brenda is a native of Salem and was the first woman recruiter in Oregon. (Charlotte Woodward, Portland DRC)

DOUBLE VISION is what one might suspect after looking at **Carol and Crystal Nelson**.

The two are twins who recently enlisted in DEP. Even though they are not identical twins (Carol is one-and-an-half inches taller) both sisters scored identically on the AFQT portion of their testing and both started considering the Army while juniors in high school.

The 18-year-old twins also decided on identical training as stock control and accounting specialists. (Concord DRC)

HIGHLIGHTING the basketball game between the St. Louis area recruiters and the Jacksonville, Ill., High School faculty was the actual enlistment at half time of a Jacksonville senior into the Delayed Entry Program.

Jackie Napper was given the oath of enlistment by **Lieutenant Colonel George Geczy**, commander of the St. Louis DRC. Other halftime activities included making honorary recruiters of two recent enlistees and the presentation of a certificate of appreciation to the senior class president for organizing the game.

The Army cagers, played a hard fought game. The lead changed hands 11 times during the action-packed contest.

The main punch behind the recruiters' efforts was **Captain James Wogan**, high point man of the game with 17 points.

The faculty relied heavily on team effort and the hard-charging play of **Larry Sample** and **Robin Manker**. The duo had a combined total of 22 points. Time ran out for the Army team when Larry Sample scored a field goal in the waning seconds of the game to make the final score Faculty 42 — Army 40.

Honorary coaches for the game were Roger Hadley, vice-principal of Jacksonville High School and LTC Geczy.



LTC George Geczy administers the enlistment oath to Jackie Napper during halftime at the Army-Faculty game in Jacksonville, Illinois.

Even though the Army team lost the game in the final moments, they extended a challenge to the faculty for a rematch next year and the faculty accepted (Melani Partain, St. Louis DRC)



Training Ideas

for station commanders to use in their own professional development training. Feel free to adapt this to local needs. We recommend you clip and file this page.

SUBJECT AREA:

Recruiting Prospect Card
(USAREC Form 200-series)

REFERENCES:

Para 4b and Appendix A,
USAREC Reg 601-20, 29 Dec 75

OBJECTIVE/REMARKS:

The recruiting prospect card and the prospect card file are the most valuable tools the recruiter possesses. Properly used, they can almost assure recruiter success. The key to successful salesmanship is having an inexhaustible supply of leads to contact. The prospect card file should always contain sufficient cards to allow the recruiter to make enough contacts daily to assure he has the number of appointments needed to consistently achieve his enlistment goals. These are attained only by continuous prospecting coupled with a good filing and retrieval system.

The recruiting prospect card must be completed to the maximum extent possible based on the data obtained through initial and subsequent interviews and/or other sources of information. The properly prepared card is a valuable source of information that can be used in making market analysis, determining the effectiveness of advertising programs, and answering inquiries and/or investigations, etc.

The station commander must insure that each recruiter fully understands, in detail, just how valuable a tool the prospect card and its maintenance is.



Recruiter Quiz

provides questions which are typical of those received by the PD Division of the Recruiting Management Directorate, HQ USAREC. The answers are all found in the references cited.

- | | |
|---|-----------------------------------|
| 1. When can an enlistment agreement be postdated? | Ref para 4-17b, AR 601-210 |
| 2. How much time must elapse after submission of a DD Form 368 before a reservist can be enlisted? | Ref para 4-37a(2), AR 601-210 |
| 3. What is the waiting period for enlistment processing following civil restraint consisting of confinement of a juvenile or adult for less than 15 days? | Ref table 3-2, line B, AR 601-210 |
| 4. What are the four steps of the sales pattern? | Ref para 2-4, ST 12-163 |



Toll Calls

After being put on a long-distance hold and, what's worse, forgotten, **SSG Stanley Claycomb** (Peoria DRC) sent off a "Forres-

ter's Focus" suggesting that such treatment is not only discourteous but a waste of commercial toll dollars. He's right.

There are a couple ways to handle this: 1) be sure the answering party knows your call is

long distance; 2) better yet, request a call back if the information is not immediately available.

The answer to this problem is a courteous, common sense approach to telephone use.

Notebook

Staff Sergeant George Simmons of Lubbock, Tex., uses his notebook to supplement his prospect and CI card system. By taking a portion of his prospect cards and placing them in his notebook, he has a handy reference and doesn't need to take his entire file with him.

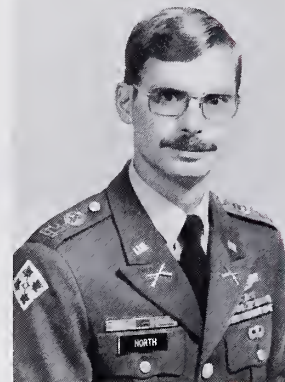
Major General Forrester feels this is a good idea and, as long as a recruiter maintains his files in accordance with USAREC Reg 601-20, it can benefit the rest of the command. As long as the number of items in the notebook is not too great, using the notebook as a daily working file can be of benefit in some recruiting areas. The notebook, however, is not a mandatory part of the prospect card file system or a required item of use.

Self-service Gas

Captain John C. North, area commander from Cortland, N.Y. (Syracuse DRC), suggested that recruiters pull into self-service gas stations to fill up. Most oil companies accept USAREC and GSA credit cards for gasoline. CPT North estimated that savings would be about 6 percent — a sizable amount when you figure up USAREC's total gas bill.

This "Focus" suggestion was considered so valuable that the chief of staff sent a letter to all regions requiring "the refueling of USAREC vehicles at self-service gasoline stations . . . when time and distance factors will result in a more efficient or economical operation."

Shortly after CPT North's suggestion arrived, LTC Charles Seifert (RPT.) offered the same suggestion. Thanks go to him also.



Banana Stickers

Staff Sergeant James Eagle of Bloomington, Minn., noted that RPI 963 (Uncle Sam Banana Sticker) was not appropriate for his target audience.

Before a decision is made to reprint it, we'd like to know how some of the rest of you feel about this RPI (or others, for that matter):

- Has it worked for you?
- How have you used it?
- Should we continue to stock it?

Your feedback is important. Please drop a card or letter to us at this address:

HQ USAREC
Attn: USARCASP-D
Ft. Sheridan, Ill. 60037



What do recruiters do in the 'good ol' summertime' when school is out?

Recruiters in the Lansing DRC don't let school closings in the summer slow down their efforts, they just use a little ingenuity.

By MICHAEL GALBREATH
Lansing DRC

Most recruiters agree that summer recruiting is tougher than recruiting during the school year. Lansing DRC recruiters find the summer especially hard because they work in recreational areas, but they have found ways to overcome the obstacles.

The most obvious method to conquer the difficult summer months is to have a solid DEP built up for June, July and August, according to Sergeant First Class Nils Strombom, Lansing PDNCO.

But if a recruiter is having problems meeting his objective, Strom-

bom advises going back to basics.

"Get out the high school and ASVAB lists and names from your general reservoir and start making phone calls," he instructs. "You may be discouraged at first by the lack of contacts, but stick with it. It will pay off.

"Mailouts to the same lists can also be a money maker," Strombom adds. "Mailouts have worked for me in the summer when nothing else seemed to."

Strombom also has a tip for DRC A&SP summer operations. "I like to see more advertising in the summer, especially in the bigger towns. It helps a lot," he says.

Many other Lansing DRC recruiters have workable ideas for summer success.

Most recruiters tend to stay away from their high schools during the summer because they find few educators there. But Sergeant First Class Larry Hyliard, commander of the Kalamazoo, Mich., station, believes that if sufficient rapport was developed with the schools, they can help even in the summer.

"We make it a point to stop by the high schools," says Hyliard. "There is usually someone there and they generally have a lead or two for us."

Hyliard and a number of other Lansing DRC recruiters work on their school plans when school is not in session. Hyliard even attempts to meet with his high school counselors and discuss the tentative plan before the new school year begins. "That way we can be off and running from the start," the veteran recruiter explains.

Strombom concurs about a tentative plan. He further believes that a recruiter who had poor luck in his school or schools should devote time during the summer to analyze his school plan and decide on alternatives for working it in the coming year.

Recruiters also talk about the importance of keeping track of summer schools. Many students attend summer sessions and graduate in August. Recruiters identify these

students before the regular school year ends and work them during the summer months for August or September enlistments.

Summer is also the time to pay extra attention to the special schools in larger towns, some recruiters advised. Business, data processing and other special schools are summer targets for those recruiters who attack them much like their regular schools.

The summer appears to be a fine time to contact, recontact and reinforce people that recruiters can use to gain referrals. Special attention should be placed on employment offices, recruiters said.

Hyliard goes beyond employment offices in seeking referrals. "In smaller towns especially," he begins "you can do yourself a lot of good by stopping in the factories, resort facilities and other places where many young people apply for work. With the Privacy Act, a personnel manager probably won't give you a list of names, but you can talk to him, leave some of your cards and ask that he tell the unsuccessful appli-

cants about Army opportunities. You'd be surprised but a lot of people I'd already talked to got back to me and joined after a personnel manager had sent them my way."

Another good idea, according to Hyliard, is to go where the kids congregate during the summer, both during the day and at night, in and out of uniform. "A recruiter should use discretion but he should go to the beaches, public swimming pools and hamburger stands and mingle with the kids. Done properly, it's exposure that can pay off," says Hyliard.


Last summer recruiters from Jackson, Mich., took to mingling in a big way by operating the rifle range at a nearby Boy Scout camp. They claim their effort has paid off handsomely in enlistments. Other Lansing DRC recruiters spend time helping at other summer camps such as the 4-H and Y camps.

Sports-minded recruiters don't stop being in the Army when they are on the golf course, tennis court or other athletic fields in the summer. They meet and influence many

young people and older individuals who, according to a number of recruiters, turn out to be important CIs.

As the time for re-opening school draws near, Lansing DRC recruiters return to the schools. They stop by most often in late August and many of them attend football practices to lend a hand to the high school coaches.

Every thinking recruiter seems to have his own special success method for meeting his summer objectives. Many work the county fairs and other events that blossom during the summer. Others use the good weather to travel in their area more often. Summer can open new avenues of recruiter creativity and bring to light techniques that work all year.

Although schools may be far less active and young people harder to find, Lansing DRC recruiters find they can be successful during the hot months by sticking to solid recruiting practices, building on past accomplishments and using a bit of ingenuity. 

Education problem? Ask your education coordinator

"Education coordinator? That high-priced civilian can't do anything for me!"

Not so fast. Consider this: the education coordinator at each DRC can:

- Help you on Project AHEAD,
- Show you how to use ASVAB as a recruiting tool,
- Help you get into a school,
- Provide informal advice on improving personal education levels.

The education coordinator is the one person to ask for help when your problem deals with education. He or she has the answer, or will help you find it.

While each education coordinator has his or her individual strong points, each has shown merits in many areas.

Consider Anita Heller of the Philadelphia DRC. At the request of recruiters, she provides information

to prospects with high scores who might be best served by enrolling in a Project AHEAD school. In addition, she was the guest on a one-hour TV talk show to promote Project AHEAD.


Molly Madison of the Raleigh DRC started at the top when she set about increasing the number of people who took the ASVAB tests. Through her efforts, the monthly newsletter of the North Carolina state board of education endorsed ASVAB as being a valuable tool to the school and the military services alike.

Improving the visibility and success of recruiters in local high schools was the job given to John Laverne, education coordinator at the Newburgh DRC. After a campaign of letter writing and visits, recruiters are now getting more appointments in schools that had previously been

known as low producers of leads.

"Educating the public" might be a description of Al Kraft's job in the Minneapolis DRC as he had three appearances recently on local radio talk shows to promote the Army in general.

Several education coordinators have had success in providing information to recruiters wishing to improve their own education levels. Working as a link between the recruiters and education centers at the nearest military installations, they have proven valuable at insuring the right information gets to the right person, even though he may be hundreds of miles distant.

Education coordinators at the DRC level have already shown their worth to the command. From this point on, recruiters and prospects will continue to reap the benefits. 

The Principal and the Recruiter

By **MAJ GEORGE H. DUELL, JR. (USAR)**
Principal, Palmerton (Pa.) Area High School

When was the last time you discussed Army programs and opportunities with the high school principal in your area? Your answer can be anything from "last week" to "never."

If your reply is on the "Never" side of the scorecard, then you may need to review your role as the Army contact in that particular school. To stimulate your thinking, let's see how a group of high school principals view the Army recruiter/representative in their areas.

A random sample of 50 high school principals from the mid-Atlantic states was surveyed. They were asked to comment on the Army

recruiter/representative who seeks access to their schools and their students. You may have great rapport with the guidance counselors, class advisors and others in the school, which is fine, but it is the principal who has been charged by the community with responsibility for what happens in the school.

With that in mind, look at some figures concerning the high school principal as he or she sees you. (In general, the larger the high school, the less chances are the recruiter has direct contact with the principal.) One question principals reacted to was: "Considering the various Army recruiters you have worked with

over the years, please indicate a general impression of Army recruiters." Their reactions are listed in the box below.

It seems apparent that the "average" Army recruiter is getting the message across and has learned his lessons quite well, and that principals are aware of the Army recruiter's presence in their schools.

Even though all principals participating in this assessment agreed that the guidance counselor should be the direct school contact for recruiters, 65 percent were personally involved in some form of initial screening of a recruiter new to the school, and 80 percent saw that the recruiter was given a briefing on school policy and procedure and the manner of making student contacts. This briefing is made personally by the principal or by another school staff member.

Does a principal have time for the local Army representative? More than 70 percent indicate at least one to five personal contacts per school year with the recruiter. Is the local recruiter regular enough in his contacts? Over 75 percent said "yes" to that and felt no additional contacts were needed. However, for the recruiter these figures should only serve as a guide and local considerations must determine the frequency of personal or telephone communication with the high school administrator.

Judgement and local experience must dictate frequency of relations from school to school. For the recruiter, "availability" should be the watchword. If the principal knows how and where to get you when you are needed, then your availability factor is good. It will serve the recruiter well to remember that "out of sight" may well be "out of mind." If you are not accessible for information, a recruiter from another service may be there to answer questions and direct the administrator to him as the primary military information contact. That could be a costly loss to the Army recruiter and to the effectiveness of the Army program in that school. Because a rather strong-

	Excellent	Good	Average	Fair
A. Military Appearance and Uniform	60	40	—	—
B. Ability to Provide Information Requested	75	20	5	—
C. Promptness for meetings or appointments	60	35	5	—
D. Courtesy and Manners	75	20	—	5
E. Integrity	55	40	5	—
F. Rapport with Students	55	40	5	—
G. Rapport with School Staff	47	47	6	—
H. Sincere Interest in Your School	55	35	5	5

ly stressed point was that regarding the recruiter's availability or accessibility, this point should be given a priority consideration as the recruiter develops his or her plan or routine of dealing with the schools in the assigned sector.

Principals generally commented in a positive way that their Army representatives usually got answers for the school promptly.

At this point, hopefully, you are thinking of ways to increase the effectiveness of your communication with the high school administrator. How can you get your message across without wearing out your welcome? One way might be to prepare an information packet for the principal to be reviewed as his time permits, and to keep that packet updated with new data. This will provide a handy reference file.

Having problems establishing a definite testing program in schools in your area? Try scheduling a joint meeting of the principals of the schools concerned, and give a full presentation. Have a test administrator there, plus your area commander (a man often overlooked in school relationships). In a professional seminar approach you can provide

the awareness that may be needed to gain support of the testing program. Stress what the test can do for the students and the school, not just what value it is to the Army.

To emphasize your honest approach in dealing with the school, provide the principal names and addresses of your supervisors to be contacted if you are not getting the job done. That takes guts, but it should send your integrity factor soaring and may provide a much better basis for a positive working relationship with the school. Try it, if you dare!


In the survey, this question was raised: "What do you find outstanding about your Army representative?" The answers were varied, but the most common reply related to good cooperation and interest in assisting the students. Students are really what it's all about in education. If you deal with them as people and not simply prospects, you will probably find yourself favorably welcomed in the schools in your area.

To get both sides of the picture, principals were also asked what they found lacking in their Army representatives. Very few comments

or replies were offered; again, a good factor for recruiters. The few replies seemed to be localized concerns that were eventually resolved according to information provided.

What can the recruiter draw from this survey? That regular, effective communication between Army recruiters and high school principals is needed in order for them to maintain a positive view of each other. Certainly the manner in which communication develops, or the form it takes, will vary across the nation, but solid, continuing communications is a vital element in the high school recruiting program.

It should be stated that a general feeling indicated by principals was to the effect that the improved quality of recruiters in recent years is apparent. Therefore, put to practice what you are taught at recruiting school since it appears to be working.


If you benefit from this article, then your time and my time have been well spent. If together we can assist our young high school students in career planning, which may include Army service, then we shall have accomplished something to benefit our nation. 

Tips... for increased effectiveness

The Pittsburgh DRC developed two letters which are turning up many referrals from people in the DEP and from people who have taken the qualifying tests but haven't enlisted yet.

After a person DEPs he receives a letter from the DRC commander congratulating him on the "intelligent and thoughtful decision" he has made and welcoming the enlistee to "our great Army team." The letter adds that if three friends referred to the recruiter are enlisted, the enlistee begins active duty as an E2. The letter is accompanied by a "Certificate of Acceptance" into the Army.

The second letter congratulates those who have qualified for enlistment and commends the decision to "try out" for the Army team. It urges the final decision be talked over with parents and family. The letter ends, "America is only as strong and as great as we make it."

Direct Action, Vol. 3, No. 5, dated 13 April 1976, contains the text of both letters and an example of the certificate. 

The Commanders' Conference in Retrospect



The Honorable Donald I. Brotzman, assistant secretary of the Army for manpower and reserve affairs

Last December officers from Fort Sheridan, the five RRCs, all DRCs and AFEES gathered in New Orleans to discuss common problems and come up with solutions.

Of the 126 recommendations made, 57 have been implemented, or are in various stages of implementation. The estimated implementation cost of these is \$980,000, but the estimated cost avoidance/savings resulting should be about \$7.5 million.

One of the largest potential savers was the recommendation that National Agency Checks be initiated for all services at the AFEES. Implementation is underway with the assignment of ENTNAC clerks to the AFEES.

There were four recommendations designed to increase the efficiency of AFEES processing. They included use of career conditional/part time help when possible and paying for only what applicants eat rather than for meals at a flat rate.

A workshop under the general heading of "Active Army/Reserve Assistance" produced three sub-programs which are now in operation. The first initiated regular presentations at TRADOC schools by general officers from HQ USAREC. The second sends regional commanders on periodic briefing visits to area installations and Reserve units. The third

reinstated the recruiter/drill sergeant exchange program which had been curtailed by budget cuts.

Under the heading of "Lead Systems," the most interesting point to surface was that of PS leads. Conference attendees felt that a maximum delivery date of three weeks after ETS is reasonable. Efforts are being made to reduce the current 40-42 days time required.

In anticipation of the closing of DRCs (announced April 1), a test is being conducted by MWRRC to determine whether mobile recruiting stations are cost-effective. Four two-man teams are sent out for one week. Upon return, four more teams go out on four different circuits. Then the cycle is repeated. This would eliminate the need for expen-



General Walter Kerwin, Army vice chief of staff

sive trips to distant flag stops in some areas and provide for more regular, efficient coverage.

Finally, the workshop to get the quickest results was the one concerning malpractice. Shortly after the conference a letter went to the field from MG Forrester urging expeditious completion of malpractice investigations. The CG requested this for two reasons; he wanted to avoid putting extended pressure on those under investigation; and he wished to remove quickly those who have proved unable to recruit by the rules. As a result of the command emphasis, more expeditious and more thorough investigations are being conducted.



Major General Forrester presents the Secretary of the Army, Martin Hoffmann, with a plaque on behalf of the Recruiting Command.



Old Meal and Lodging System

An administrative monster is slain

The "administrative monster . . . was totally unmanageable," according to Major J. Sumner Robinson, executive officer of the Jacksonville DRC, as he talked about the meal and lodging system then in effect.

Difficulties found in the system, about to be replaced USAREC-wide, were: accounting for tickets, controlling use of tickets after issue, and charging the proper account. Additionally, there were problems of identification and recovery of tickets issued but not used, and the absence of procedures to prevent the use of tickets by other than bona fide applicants and enlistees. If recruiters could ever get out of the ticket issuing business, that would be one less administrative headache for them.

There had to be a better system. Thomas C. Gould, chief of the management and manpower services branch at HQ SERRC, found it.

Working with his staff, which included Paul Clements, Barbara Fiscus, Marian Elrod and Marian Phillips, Gould designed new forms which were added to the already-existing applicant/enlistee processing list to form a new set. Half carbons were interleaved and the additional sheets were color coded: blue for lodging, green for supper, pink for breakfast, and yellow for lunch.

The evenflow form (processing list) already had spaces for the applicant's name, social security number, sex, date and mode of arrival. The carbon paper places this basic information on the additional sheets. On these sheets space is provided for the name of the vendor, authorization date, signature of the applicant when he receives the service, and the signature block of the vendor certifying that the service was performed. The blue lodging sheet provides for the number of the room assigned and whether it is a single or double room.

Gould and his staff developed detailed procedures and ran mock-up tests at the headquarters. When confident they had ironed out the bugs, they were ready for a pilot test.

After a two-month test at the Jacksonville AFEES, Major Robinson said, "The system is working so well that we don't even know we have it. The workload has been reduced tremendously."

The system was eventually spread to all locations in Southeastern Region, but before USAREC would institute it command wide, another region was set up to make further tests.

Western Region was chosen and the system was put to the test in Seattle, Boise and Salt Lake City.

The first thing noticed at the test sites was that the system is more workable. Recruiters already inform area commanders who they will ship to the AFEES on a certain day. Area commanders then notify the AFEES. This information is transferred to a processing list which becomes the AFEES' worksheet for the next day, as well as the basis for meal and lodging requirements. Copies then go to the civilian contract facility in the late afternoon. As each enlistee checks in for a meal or room, his name is checked against the roster. No tickets are used at any time.

"One less headache for the station commander," said Staff Sergeant Henry Brooks of the Salt Lake City DRC.

"The test was for only one month, but we requested permission to continue the program," said Mrs. Doris Gross, Seattle AFEES budget account clerk. "In the beginning, I probably would have said 'forget it' but the longer we use it, the more comfortable it becomes. Budget accountability is better so inspectors should be happier. And the hotels like it."

The test program is continuing at the Boise AFEES. "We kept it because we liked it," said Sue Hawkins, budget clerk, after the one month trial.

"Saves us a lot of time in the field," said Sergeant First Class Franklin Hottell of the Idaho Falls station. Sergeant First Class Steven Kondrup, Pocatello station commander, said, "We don't have to account for all of those tickets — just give the bus ticket to the recruit and he's on the way."

There is a cost savings to the government because the new system eliminates loss or misuse of tickets. Endorsing this policy is Master Sergeant Floyd Johnson, senior guidance counselor at the Seattle DRC. "It's a lot better — there are no tickets so there's no misuse."

The staffs at the AFEES and DRC where the program was tested "unanimously recommended adoption," said Major John J. Donovan, USAREC project officer. "The program will be put into effect USAREC-wide with the publication of a revised USAREC Regulation 601-32. The only change from the original provisions built in by SERRC is that the USAREC system will pay only for what is eaten, up to the maximum allowed, rather than a set amount, insofar as future contracts permit."



The STARLO quest

By **STAN SQUILLACE**
Chief, A&SP, Miami DRC

In addition to the people recruited under STARLO, some other benefits have come about from the test:

- *Increased cooperation between Active Army and Reserve*
- *Streamlining post enlistment processing for USAR applicants*
- *Increased referrals in both directions*
- *Increased collocation of recruiters.*

For a close-up look at the project, read the following report from the Kingdom of Miami.

It was an average day in the Kingdom of the Miami DRC. The brave knights in their recruiting stations were hard at work putting their fair share of apprentice knights into the Army. From afar, a faint voice was heard, "Can the recruiting Knight put both active and Reserve apprentice knights into the Army?"

The answer was soon to come to the Kingdom. The daily missive which was transported from station to station by a knight on horseback announced the coming of STARLO (Special Test Army Reserve Limited Objective). It was told that four other Kingdoms throughout the land had received the same knightly quest.

At DRC meetings of the round table, a local plan of action was mapped out. Both Reservist and active knights promised help. In the Kingdom where the actual people would be knighted some grumbling was heard. From a gold armored knight came the following statement: "Enough of our time is spent with active recruiting. There isn't time left in the day to get people in both active and Reserve."

Still more shouts were heard from the far hills. "If the person is eligible for the Army, he is going active. I don't know enough about the Reserves to inform a prospective knight."

As the test days moved into nights and the nights back into days, the attitude of the field knights started to change. Some knightly attitudes changed quite rapidly when the knights discovered that this Reserve recruiting actually helped in their active accessions. Could this really be another active recruiting tool? Only time would tell.

One of the youngest and bravest of the recruiting knights, Staff Knight Ken White, worked in the township of Pompano Beach. White discovered how this new program could help him in all his recruiting activities by giving a small dose of the Army to people who were really not sure of the military.

"It sure hasn't hurt my active recruiting. Traffic in the station has increased since people found out we were recruiting for the Reserve, too," said White between recruiting mission and the dragon slaying of the day.

In the same township station the gold armored station commander, Knight First Class John Wioncek, also used the Reserve program as a recruiting tool.

"Once you put someone in the Reserve, you can use them for the next six years. When the person is locally stationed, he or she will do anything, from helping in the station to sending in additional people who are interested in the Army, either active or Reserve."


With gold in the castle becoming less and less available and Unit of Choice a thing of the past, the recruiting knight needs something to help in community relations.

One of the lady knights, Gail Rushing of the North Miami township station thinks that STARLO may be the answer.

"I think one hand washes the other. As we keep putting people in the Reserve outfits, these units will be more willing to help us. I'll have to admit that the Reserve test was a burden in the beginning, but it has really worked out. . . ."

Now in the kingdom when the subject is brought up, visors are not brought down with a clang. Gauntlets are not thrown down in a huff.

Now positive statements are heard throughout the land. In the Reserves you can make personal contacts with local businessmen. It's great part-time work; that extra pay check sure comes in handy; and where else do you get a chance to learn a different job than your regular one and get paid for it.

The sun still shines over the Kingdom with both active and Reserve objectives being made. Minor things still need to be worked out, shored up or changed, but the knights are happy, the King is happy, and best of all, the program of STARLO is working, especially in the Kingdom of Miami. 

How do we rate?

How are we doing in selling the Army message as compared to the other services? A quick look at the 1975 DoD Youth Attitude Tracking Study of more than 3,167 people in the 16-21 age group offers some indicators.

- Countrywide, 14 percent said they would definitely or probably consider serving in the Army. But by area there are vast differences. The figure was 18 or more percent in Washington, D.C., Florida, Alabama, Mississippi, Tennessee and Georgia while it was less than 10 percent in New York City, central Pennsylvania and northern California.

- By service, the largest "definitely-probably" group identified the National Guard/Reserves as their first choice. Following, in order, were the Air Force, Navy, Army and Marine Corps.

- By job, those considering the Army ranked electrical/mechanical technician the most preferred (68%) and communications/intelligence/craftsman a close second (61%). Electronic equipment technician (52%) and direct combat roles

(46%) were also high on the list. Clerical/service supply (35%) and medical/dental specialists (18%) were less popular.

- The Army's advertising slogan "Project AHEAD lets you earn college credits" was rated as the most memorable, followed by two Air Force slogans.

- In reply to the question about adequacy of information supplied by the recruiter, the Air Force was considered best. More than 20 percent felt the Navy, Marines and the Army did not supply adequate information.

- Each of the services seems to have something to offer the young prospect. The Navy was favored in the "allows you to see many different countries" offering while the Army was third. The Marines were perceived as offering the best leadership training, followed by the Army.

The Air Force was tops in "teaches you a valuable trade" with the Army again second.

The Army was the choice for "helping you get a college education


while you serve" with the Air Force second.

The Air Force and Army were one-two in "gives you the job you want."

The Army was the first choice when it came to "providing good benefits for your family."

The Army scored low in several categories including "a career of which you can be proud," "gives you a job which is challenging," and "has other men you like to work with."

In order, the attributes the respondents most associated with the Army were: college education, good benefits for family, teaches valuable trade, career of which you can be proud, a challenging job and men you would like to work with.

The survey indicates that the Army is doing well in some areas while improvement is needed in others. As with all surveys, the information gathered gives just a glimpse of the total picture; and, as with most surveys, this one gives us some more things to think about, and some things to start working on. 

**Getting
our
name
up in
lights**



Why not re-enlist? Let me count the reasons.

According to a recent survey by USAREC's advertising agency, there are two major factors which hamper the Army's program of reenlisting first-term soldiers:

- 1) Not enough effort is made to make the soldier feel that his service is important to the Army;
- 2) The time frame in which the reenlistment must be completed is too short.

To gather data for the survey, more than 500 first-term soldiers (in both the US and Europe) about to complete their tours were quizzed as to their reenlistment plans.

One critically important finding is that few soldiers enjoy the Army for its own sake. Those who are motivated toward reenlistment usually have motives other than "just being in the Army" which make the final determination. The most common are additional training, the guarantee of moving to another location, retraining in a different MOS which would assist in finding a civilian job after the second term is up, and, to a lesser degree, financial security. The last factor seems to be most important to the young family man or the soldier who feels the current economy does not offer bright civilian employment opportunities.

Another factor which should be considered is that

most first-termers who do reenlist are thinking of only one more enlistment and not a full Army career. This being the case, long term benefits, like retirement, are not of particular interest at this time.

A final important factor is that many soldiers actually go to the separation center undecided about reenlistment.

To enhance the reenlistment of the quality soldier, four courses of action are suggested by the survey:

- 1) Reenlistment personnel should outline what the Army has to offer as far in advance as possible;
- 2) The reenlistment pitch should be keyed to what is of interest to the first-term soldier — what can be gained by a second enlistment — rather than at the end of a full career;
- 3) Reenlistment personnel should make every effort to match the desires of the soldier with the opportunities the Army can offer as to training and location;
- 4) Continuous followup should be made with those who show even slight interest, as many do not make a final decision until very late in their tour.

Reenlistment of the top quality soldier is vital to the Army and only with concerted effort and continuous followup can this be accomplished.



As the song says, "there are stars in the southern sky." Actually, if the residents of Miami looked into their "southern sky" recently, they saw a lot more than stars.

At the request of the Miami DRC and N.W. Ayer, the Goodyear Tire and Rubber Co. donated space on the side of their blimp to put the Army's name (well, Project AHEAD is closely identified with the Army) up in lights.

The blimp project was the joint entry of Miami DRC and N.W. Ayer for the Silver Anvil award, given annually to the person or group who makes the greatest strides in public relations.



When the 18th century poet, Robert Burns, lamented the confusion that "best laid plans" often undergo, he certainly didn't have USAREC and its recruiters in mind. But he could have.

Almost everyone remembers May and June 1974: the people at the DRC knew the region people were out of their minds, what with changing the objective on what seemed to be a daily basis; region was only passing down what was coming from USAREC; USAREC was reacting to DA requirements; and DA was trying to balance end strength requirements with man-year ceilings.

All in all, it wasn't much fun. When July 1 arrived, everyone shouted "happy new year" and prayed to whomever that such things should never happen again.

We all greeted FY 75 with optimism and plans to never let *that* happen again.

The sun rose and set the requisite number of times and May and June of 1975 arrived; "crunch" time came and we were a little better prepared, but not much.

USAREC made its objective in both FY 74 and FY 75, but it was done with a crunch; smooth it wasn't.

As this is written, the months of May and June, 1976, are in sight, and some oldtimers in the command are starting to remember the same months in FY 74 and FY 75. "Are we going to do that all over again?" is the question that comes to many minds.

The *R&CC Journal* isn't going to

Crunch? What crunch?

By SFC LEN BRECKLER

Associate Editor, R&CCJ

go out on a limb and say "yes" or "no," there will or won't be a crunch, but there are some things to consider.

In the January issue, the article "A very broad view of the Army accession system," told of matching end strength to a man-year ceiling by computer at the DA level. The computers take into account such things as historic loss factors, reenlistment rates and budget ceilings, and develop a number which must be translated into people by USAREC. If the computers were fed the right numbers, USAREC should have recruited the right number of people, and a "year end crunch" should not come about. If USAREC has been recruiting a few points above 100 percent, might we even see an easing off of objective during May and June?

Historically, recruiting objectives have reflected the seasonable availability of the target audience. May and June are traditionally the months in which high school seniors become high school graduates. During that 60 day period, thousands of

people are added to the recruiters' target audience.

However, what happens in those metropolitan areas that were afflicted with teacher strikes earlier this school year? Will those seniors graduate at the normal time, or will their delayed beginning of the school year also delay their graduation? If so, to what extent? Should they graduate in July and August, some recruiters may have difficulty making May and June objectives.


It comes down to a question of which factors will override the others. The command has fine-tuned its accession system, but there may be some factors over which USAREC has no control.

Coming up

Programmers peg the total accessions for May at 14,000 with June's total to be about 22,000. (April's totals were 15,100 and March's were 16,700.) That indicates May should be easier to achieve than either April or March, but that June will provide "a real challenge."

By contrast, the DEP figures for June are over 8,000, higher than for any recent month, and three times that for May.

Using these figures, the only "crunch" seen for June amounts to about one extra person from each recruiting station, when compared to May figures.

But June isn't here yet. What's to be done in the meantime, to prepare for a "crunch" or a "non-crunch?" Use the recruiter's favorite tool, the DEP, and fill up all the seats REQUEST will spit out. 



Update

Minority Recruiting

Set to begin about 1 July is a new program for the REQUEST system which should help in recruiting minorities into critical skills.

The program would recognize applicants as a member of a minority group and would, taking into consideration the qualifications of the applicant, display to the guidance counselor at the AFEES priority skills in which minorities are under-represented. Also, it would display other skill requirements which do not take into consideration the minority priorities. The final choice of skill would still be made by the applicant.

Upcoming Primaries

Primary elections are set in these states on the dates indicated:

June 1: Mississippi (runoff June 22)

Montana

New Mexico

South Dakota

June 5: Texas (runoff)

June 8: Arkansas (runoff)

California

Iowa

Maine

New Jersey

Ohio

South Carolina (runoff June 22)

July 11: Puerto Rico

August 3: Idaho

Kansas

Michigan

Missouri

August 5: Tennessee

August 10: Georgia (runoff August 31)

August 14: Louisiana

August 17: North Carolina

August 19: Alaska

August 24: Oklahoma

Ad Mat Supplement

Supplement II of the Ad Mat Catalog is scheduled for distribution in late June or early July. It will provide A&SP divisions and field recruiters with over 135 new and revised ads for use in local and regional advertising campaigns. The supplement will include new sections devoted to line art and photography, and will feature special local advertising which, in turn, will include Recent Enlistee, Convention, Recruiter Testimonial and Spanish Language ads. As a cost saving measure resulting from fund limitations, slicks will be provided for only those ads which have line art or photography as an integral part of their makeup.

We Get Letters

In the March issue of the *Journal* (p. 19), it was stated that the Army gets "three to four million inquiries that are passed on to recruiters as leads each year." Honest folks, no one's holding out on you. That should have read "three to four hundred thousand." Did you get your share last year?

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted by **career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14").

RPI 300, Booklet. If there's a question, you'll have the answer.

RPI 301, Folder, Army Service School Reenlistment Option.

RPI 302, Folder, Your career decision.

RPI 303, Folder, How to tell your friends you're reenlisting.

RPI 305, Poster, The Army's been good to this Army wife.

RPI 306, Poster, When you're doing something of value, you value yourself more.

RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.

RPI 308, Folder, Why are you staying in?

RPI 311, Poster, I want a job with excitement and intrigue.

RPI 312, Folder, I want a job with excitement and intrigue.

RPI 313, Poster, I like going to school and getting paid for it.

RPI 317, Poster, Now I'll be working near home.

RPI 319, Poster, I'd like to live in Europe. Not just visit.

RPI 325, Poster, \$8,000 is \$8,000.

RPI 331, Poster, Music is where I want to be.

RPI 332, Folder, Music is where I want to be.

RPI 334, Poster, How to tell your friends you're reenlisting.

RPI 349, Decal, We serve proudly.

RPI 356, Label, Career Counseling. 3-1/2"

RPI 357, Label, Career Counseling. 9"

RPI 358, Label, Career Counseling. 1"

RPI 366, Booklet. Take a look at all the things you've been taking for granted.

RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

Club Management

Enlisted men and women, in grades E6 and above (including E5s on a promotion list) may qualify for existing openings in the Enlisted Club Management Career and Development program. DA says that valuable experience can be obtained in the areas of food service operation, personnel management, accounting, procurement and entertainment programming. Those qualifying should refer to Section XI, Chapter 11, AR 614-200 for application procedures.

FTC Rule Changes

As a result of new action taken by the Federal Trade Commission (FTC), there will no longer be clauses in loan contracts that make you pay for products and services even if the item bought was not delivered or the service not performed.

Effective May 14, 1976, a trade regulation rule stops a legal doctrine that forced consumers to make payments in the past. Under the "holder in due course doctrine," as it was called, when a consumer's loan contract was sold by the merchant to a creditor (a finance company or bank, for instance), the creditor or "holder-in-due-course" was entitled to be paid by the consumer regardless of whether the consumer was getting what he paid for.

For example, Sergeant X bought a car and signed a loan contract to make payments according to a certain schedule. This loan contract was then sold to another company — the holder in due course — who had nothing to do with the product itself, but now owned the contract and had to be paid by Sergeant X.

A problem could arise if the product proved to be defective and the purchaser complained to the seller. If nothing happened, Sergeant X might think of withholding payment until the defect was fixed. Under the "holder in due course doctrine," he would find out that legally he has to make the payments or he could be sued by the creditor and have no defense in court.

To do away with the onesidedness of this situation, FTC has armed consumers with new rights that will put them on equal footing. Sellers are required to insert a specific notice in any installment contract that preserves your rights if you have not received delivery of the product, if it's broken, or if you were sent the wrong item, and the seller will not take corrective action. Under the new FTC rule, you will now have a legal defense in court if you decide not to make payments and the credit company tries to sue.

RPI Change

Although RPI 212, "The Prospect Book," remains one of the best RPIs to give to prospects, there are some errors in the options listed as available on page three. There are some stick-on labels available for this RPI explaining this and asking the prospect to see his Army representative for complete information. Re-

quests for this RPI will be filled and will have this label included. The labels themselves can be ordered (via the RPI Pinpoint Distribution system) to update already existing copies of RPI 212 in the hands of recruiters.

Equality in Training

Men and women ROTC cadets will receive the same summer camp training this year, and OCS training for men and women will also be the same following a DA decision to standardize precommission training programs. Only essential adjustments will be made to allow for physiological differences.

The ROTC changes will go into effect with summer camps this year. Until now, men and women have received different summer camp instruction although on-campus training is the same.

The OCS changes will go into effect Oct. 17 when men and women attend the first class of FY 77 at Fort Benning. The women's OCS course at Fort McClellan is 11 weeks long and differs significantly from the 14 week version at Fort Benning. The McClellan course will be phased out in FY 76. The McClellan direct commissioning orientation course will be phased out in 77.

West Point training for men and women next July will be the same except for minimum essential adjustments to allow for physiological differences.

Although all precommission programs vary, DA considers it important that all candidates receive — to the degree possible — similar instruction. Orientation for women on combat skills, tactics and weaponry is a necessity, DA officials add. Female graduates of OCS and ROTC must compete with their male contemporaries — and later with USMA women graduate contemporaries — who will have had this background.

Common precommission training for men and women does not affect the DA policy that women will not be assigned to combat arms or direct combat units.

'Fair Trade' Laws Out

"Fair Trade" laws — relics from the Depression of the 1930s — ended in March in those states which still had them. Recent legislation made it illegal for manufacturers to fix prices of products sold by retailers.

Banning fair trade laws permits retailers to set more competitive prices. Now consumers in all 50 states can shop for products at the lowest possible prices rather than facing fixed prices on items such as TV sets and bedding.

Repeal of the fair trade laws has no effect on PX prices since exchanges are exempt from the laws. Consumers in the 21 states where the laws existed may now get better deals in civilian retail stores. The 21 states are: Arizona, Delaware, Georgia, Idaho, Illinois, Indiana, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, North Dakota, Oklahoma, Pennsylvania, South Carolina, South Dakota, Virginia, West Virginia and Wisconsin.

Air Fares

Special airline leave fares, originally scheduled to end March 31, were extended for an additional year.

Military reservation fares, in effect since the early 1960s, allow service members on leave and traveling at their own expense, to buy reserved coach seat tickets at a 25 percent discount.

To qualify for the reduced fares, a service member must show a valid active duty ID card when buying the ticket. Travelers will also be required to sign a statement that they are on authorized military leave or pass, or within seven days of separation, and are traveling at their own expense.

The Military Traffic Management Command (MTMC) conducted the negotiations which led to the discounts.

EPMS Marches On

The third round of career management field conversions to EPMS affects soldiers in CMF 11, combat engineer; CMF 13, field artillery; CMF 91, medical; CMF 92, petroleum; CMF 94, food services; and CMF 96, military intelligence. MOSs formerly in CMF 15 and 17 will be converted into the revised CMF 13 or CMF 96.

Since MOS tests are giving way to skill qualification tests (SQT) under EPMS, soldiers will have to live with their latest MOS test results until they take their first SQT. Soldiers can expect to take their first SQT 18 to 22 months after their CMF is plugged into EPMS. In the meantime, a low MOS test score would not help a soldier's chances for promotion, school selection and other personnel matters.

All other career management fields, including CMF 71 (administration), 84 (audio visual) and the exceptional management specialties (00) are to be in EPMS by October 1977.

New Films

Six new Fairchild films are scheduled for distribution in late May and early June. They are:

- "So you want to be a soldier" (basic training)
- "Food Services" (career field)
- "Combat Engineers" (career field)
- "Communications" (career field)
- "Air Defense Artillery" (career field)
- "Combat Arms" (Artillery, Armor, Infantry)

By the time you read this, two new TV PSAs will be in the hands of all public service directors through the "Modern Talking Picture Service." They are "Job Skills" (power generator operator) and "Travel."

RPI Changes

The US Postal Service has advised USAREC that the 1976 editions of RPI 976, 977, 978, 979, 980, 981, 982, 983 and 984 feature the words "Third Class Bulk Rate" under the indicia statement on the die-cut panel. These local direct mail pieces do not conform to regulations governing this type of mail.

Recruiters using these RPI should line out the phrase "Third Class Bulk Rate" and the piece will then be handled as first class mail.

Reenlistment Bonuses

Soldiers who entered active duty on or after June 2, 1974, face the prospect of a "no bonus" situation when they reenlist unless they hold a PMOS designated for a Selective Reenlistment Bonus (SRB).

Under the provisions of the Armed Forces Enlisted Personnel Bonus Revision Act of 1974, only those who were on active duty on or before June 1, 1974, are eligible to collect those lump sum bonuses of up to \$2,000 upon reenlistment.

The SRBs — which were introduced in June 1974 to offset the elimination of Shortage Specialty Proficiency Pay and the Variable Reenlistment Bonuses as well as the phase out of regular reenlistment bonuses — are paid only to soldiers reenlisting during specified years of service in MOSs that are critically understrength Armywide. As a result of successful retention efforts during 1974 and 1975, the number of SRB-eligible MOSs has decreased from 187 to 111. If the current reenlistment trend continues, many of the eligible MOSs (listed below) may be deleted from the SRB program by FY 78, making the "no bonus" situation for the majority of soldiers even more conspicuous.

As of March 1, 1976, Selective Reenlistment Bonuses are authorized to soldiers reenlisting in the following PMOSs:

05F	17M	27E	45K	73C	91U
05G	21G	27G	45M	75B	92B
11B	22K	27H	45N	82B	92C
11C	23Q	31D	45P	82C	92D
11D	23S	31E	45R	82D	93E
11E	23T	31M	46D	82E	93F
12D	24C	31N	52B	91B	93H
12E	24G	31S	52C	91C	93J
12F	24H	31T	52D	91D	94B
13E	24J	32G	54E	91E	94F
15D	24K	35F	55G	91F	95C
15J	24M	35H	62F	91G	96B
16D	24N	35J	62H	91H	96C
16E	24U	35K	62M	91L	96D
16P	25J	35L	63F	91N	97B
16R	26L	35M	71D	91P	97C
17B	26V	35N	71E	91Q	97D
17K	27D	35R	72H	91R	98G
17L		44E		91S	



AIR FORCE RECRUITING



By **MAJOR JOHN R. LUCAS**

USAF Recruiting Liaison Officer

Invariably, whenever two recruiters from different services get together, one always "knows" that the other has it easier. While there are recognized differences in the way the services do their jobs, more often than not it's simply a case of the greener grass appearing to be on the other side of the fence.

The tenets of marketing are similar throughout the industry, and apply to our recruiting activities as well. For example, the administrative procedures may vary when refining lead lists, but the objective is the same. We all use some form of prospect interview record, and while they have different form numbers and vary in the amount and type of data collected, the procedures are much the same.

Where we differ is in the application of our mission statements, our approaches, and in the basic organizational structures of the commands. These differences are highlighted here.

A simplified mission statement for the USAF Recruiting Service would be to "recruit quality applicants, in sufficient numbers, to fulfill the requirements of the USAF." Basically, the same mission requirement exists for all branches. Organizationally, the USAF Recruiting Service differs from its sister services in that our commander wears two hats: Commander, USAF Recruiting Service; and the Deputy Chief of Staff/Recruiting, Air Training Command. While this difference may appear to be subtle, it is extremely important and a key factor in maintaining a top-line Air Force.

His mission, as commander, is to recruit in sufficient numbers . . . His mission, as deputy chief of staff, is to assure that only potentially pro-

ductive applicants are enlisted into the training pipeline.

This dual-hat function serves to better integrate the recruiting mission with the training objectives of the Air Training Command and, ultimately, with the needs of other USAF commands — the users of the high quality recruiting product.

The term "quality" can vary significantly in application by the recruiting commands. For example, enlistment standards are normally established by a senior headquarters for each command. Meeting manpower objectives by applying these standards could be interpreted as "assuring quality enlistments." Raise the standards, and you raise the quality.

But in application, this may not be the case. The method of applying waiver policies has a direct impact on the "quality" of enlistments. While our recruiting commander wears the first hat, he may lean towards a liberal waiver policy to assure the enlistment of sufficient numbers. With the second hat, that of deputy chief of staff, he dictates a hard-line approach to assure quality and productivity, as well as quantity.

While the enlistment standards for each of the services have been raised during the past two years, the USAF has, additionally, modified its basic recruiting approach from "emphasizing benefits" to a "tell it like it is," straightforward approach with more hard facts and less glamorization. This program is monitored in basically two ways: analyzing the number and content of allegations and complaints made by basic enlistees, and by use of our computerized data feedback system.


These methods allow us to compile and analyze the productivity of each recruiter, sector, detachment

(DRC) and group (RRC), and better measure the quality of input into the system. They also provide the supervisors and the recruiters with data to analyze trends and modify recruiting techniques as necessary.

At the same time, the feedback systems indicate to the Air Force newcomers that recruiter interest in them does not terminate once the enlistee has become a team member.

The Recruiter-Customer Awareness Program (RECAP) provides direct, immediate feedback, and puts recruiters in eyeball-to-eyeball contact, discussing with first-termers the shortcomings of — and praise for — the recruiting process. This program was implemented early this fiscal year, and so far the number of allegations and complaints from basic enlistees has been drastically reduced.

The "SPIRIT of '76" program, Air Force recruiting advertising, and recruiter interview approaches stress the "tell it like it is," and seek better-informed, more motivated applicants who know the good as well as the bad. They accept a commitment to join the Air Force and meet our standards and required disciplines. SPIRIT is an acronym representing six fundamental steps used in interviews with potential enlistees: Selection, Placement, Instruction, Resolution, Integration, and Tracking.

Explaining the concept behind SPIRIT, Major General Andrew P. Iosue, recruiting service commander, said, "Our transitional success from the draft years was primarily caused by emphasizing the 'benefits' of the Air Force. . . . Today, we stress to each applicant that although there is much to be gained by joining the Air Force, a primary incentive for enlistment should be 'service to one's country.'" 



Quality
begins in the schools